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Moderator: Sean Brune

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Operator: Good day and welcome to the Social Security Administration IT Transformation Industry Day
Conference Call. Today's conference is being recorded. At this time I would like to turn the
conference over to Rajive Mather. Please go ahead sir.

Rajive Mather: Good morning everybody. Thank you for the quick intro and good morning private
business leaders and healthcare industry leaders, IT managers and project managers, solution
architects and all our industry day participants today.

So welcome to Social Security's first virtual Transformation Industry Day. We hope you enjoy
today's offerings. My name is Rajive Mather and I'm the Chief Information Officer and the Deputy
Commissioner for Systems at Social Security Administration. And I also want to introduce Sean
Brune the Chief Program Officer for IT modernization.

I want to thank you all for your interest and participation in today's event. We've had over 200 of
you register for the event today and we're very excited that we've had such a good turnout.
Today you'll hear from and learn about some of our modernization efforts from SSAs senior
leadership.

Before we move on into the program specifics let me set the stage as follows. SSA has
substantial obligations in providing service to the public. In a given year we handle six million
calls in our toll-free number, 42 million visits in our field offices, mail 278 million letters. We have
418 million Web pages that are accessed. We operate two enterprise data centers and the list
goes on. To meet these continued service obligations we must modernize our IT infrastructure,

our data, our application interfaces that are used by our employees and our business partners and of course the public.

We published an IT modernization plan last fall that outlined how we will modernize. Let me talk about three days that we think about modernization. IT modernization at SSA is meant to change the way that we do business. It's changing the way we build or buy software using principles that have worked well in industry. Concepts, like, having a customer experience orientation which looks at the public experience as well as the employee experience. A product management orientation, designed thinking, incorporating Agile principles and DevOps principles. Using data differently at the point of decision to improve quality, to improve our decision making. Modernizing our infrastructure, thinking about identity and authentication differently because that's a core part of how we default to digital.

Modernization in a second way is also about people in transforming the way that we do business we're asking people to work differently and think about their work differently. This is a major effort for us and it's something that we need to execute and we do execute on a daily basis is helping our people also modernize.

And finally we have a mission to deliver. I started off by talking about the way that we deliver services to the public and to our employees. And then in our modernization plan that we published there's a term in there about reengineering the plane while it's in the air. That's a cliché but it really means something to us because it means delivering on the mission while we're modernizing. We can't let either suffer. There's no hiccup and there needs to be no hiccup in either.

So we focus heavily every day on delivering that daily mission while we're also modernizing. So with that I'd like to turn the program over to Sean Brune. Sean and I work very closely together

across our entire senior leadership in transforming our use of technology to deliver services better. So with that let me hand it up to Sean.

Sean Brune: Rajive thank you and good morning and welcome to everybody. Today's event is being conducted via a national moderated telephone conference call. All participants' phone lines are automatically muted throughout the call. You will have an opportunity to ask questions for approximately 10 minutes after each speaker today. During the question and answer session to the event I will provide instructions and our operator (Todd) will unmute your line so that a participant can ask a question.

Today's even is being recorded. Within the next few weeks we'll be sharing the recording event and a summarization of the questions and answers generated during the call. We did receive some of your questions ahead of time and will do our best to answer those today as time permits. Our speakers today will be referencing the conference materials you received along with your dial-in information yesterday. We'll do our best at regular intervals to reference the slide number we're speaking from.

IT modernization as Rajive said is a multi-year agency initiative to modernize our technology and to modernize our business processes. We are currently executing the first year of our five-year plan. As you've probably read in our modernization plan that's posted to our agency Web site, we have six goals for our modernization effort. Goal number one improve service to the public. Goal number two increase the value of IT for our business components. Goal number three improve IT workforce engagement. Goal number four improve business workforce engagement. Goal number five reduce IT and other operating costs. And the last goal reduce risk to our continuity of operations.

Our agenda today focuses on five areas of modernization. Infrastructure and platform migration, state of our authentication efforts, work management, electronic health records, workflow

management and business process management technology. Throughout the presentation our presenters will mention potential procurement opportunities that may support our modernization efforts. In addition at the end of the event we'll be sharing information with you from the federal procurement process.

I am now going to introduce our first presenter, (John Foertschbeck). He'll speak on infrastructure and platform migration. John is a Senior Advisor in our Office of Systems Operations and Hardware Engineering. John.

(John Foertschbeck): Thanks Sean. Good morning everyone. So I'm (John Foertschbeck) as Sean mentioned. I'm a Senior Adviser in the Office of Systems Operations and Hardware Engineering. Today we're going to go through some of the things that we're looking at for modernization of infrastructure and platform migration, give an overview of who OSOHE, what our efforts are looking to achieve in infrastructure and then go through four of the specific initiatives that we're undertaking in infrastructure with modernization.

So we're going to – if we go onto slide 5 we'll start with the OSOHE overview. I wanted to give you some basis of who we are in OSOHE. We're a component within the office of systems responsible for not only the operational support but also the infrastructure at SSA. And we support all the field offices, payment centers, foreign offices across the country and around the world. We're led by Dave Thomas our Associate Commissioner and two Deputy Associate Commissioners – (Yateesh Katyal) and Kishayra Lambert.

We provide the building blocks of compute, storage and network along with telecommunications to all of our customers which include not only the American public and businesses. But also developers and users within SSA. We'll move onto slide 6 now.

When we look at infrastructure we want to provide the building blocks that will enable us to enhance the hardware, the applications that we're deploying, the data center, incorporate the cloud into the data center, improve our network, storage, process, governance. All the things that are necessary including security that you'll hear about later on that are necessary for us to be able to provide quality services to our customers.

In order to be able to achieve this we want to look to align our infrastructure with business needs. It's important that we understand what our business is doing and that the infrastructure responds to their needs. We want to provide flexible hardware option and automated software capabilities. So we want to give people options not options to go anywhere but a set of options that are available to them where they can host their applications in the best possible platform where they'll work as efficiently as possible and respond for the business needs. We want to present IT infrastructure as a commodity that can be ordered so that when our customers are looking, developers are looking to build applications they can provision hardware, compute storage in network as necessary.

And then finally we want to manage if we're going to have multiple platforms which we feel are necessary to accommodate our needs to meet customer requirements. We want to manage our infrastructure so there's a unified structure so that we can go to one place and look at it. We'll move onto slide 7 now.

As part of trying to achieve this we've identified four objectives that'll help us meet these goals. We want to automate tasks. Obviously in order to be able to provide resources to our customers as commodities we need to be able to automate so that there's consistent reduced error, maintain a sustainable and supportable infrastructure.

We want an abstract capability. What we mean by that is the customer shouldn't have to be concerned with where they're hosting their application. They should be able to say I need a

three-tier system or, you know, I need an application server and a database server. And not be interested in necessarily where that's being hosted and what data center that's being hosted at.

We want to adapt our processes that we currently have in place to move us forward to modernize. And then finally we want to make sure that we're working with business all the time. So we want to ally with business to understand their needs and ensure that we have security, infrastructure and policy in place to meet their needs. We move onto slide 8.

So what we've done here is begun to identify the four key areas that we're working on in infrastructure to modernize enabling DevOps where we're going to shift left. By this we mean doing our testing earlier in the lifecycle so that we can automate releases going through the lifecycle. Platform transition again give us the flexibility to be able to host applications where they are best suited to run. Back office modernization, email, Office 365 share point, enterprise applications, look at leveraging software service to free our people up from supporting that infrastructure as necessary to run those applications. And then finally the agency cloud where we're looking at not only a public cloud but also an on-premise private cloud. So we're on slide 9 now.

And what we're going to do now is step through each one of these areas in a little more detail, give you what the scope is and our current activities that we have ongoing. So the first one we're going to look at is enabling DevOps. Here we're at the stage of identifying what our vision strategy and alternatives are. So we believe DevOps will help us achieve our goal of modernizing not only the infrastructure or application development, deployment and release processes. We need to understand what we want to achieve out of that. What do we have in place now, what do we need to improve, what do we need to add to that to get to where we want to go to.

We want to work together across technology and subject disciplines. Too many times in a lot of organizations we'll have silos. We want to begin to break down those silos and work together as

much as possible so that we can facilitate a streamlined process. Obviously the shift left concept, pass validate and monitor controls earlier in the lifecycle. This will enable us to release applications more quickly which ties into the next point.

And then we want to promote tools that facilitate collaboration and automated releases. The only way that we can get to this process of releasing things quicker is if we have a feedback loop and know what's going on and people are transparent in what we're doing and our customers understand the entire process and know what's going on. And then we want to automate and consolidate processes. Again this concept of automation is really a crucial piece of our modernization effort. We move onto slide 10.

So some of the activities – so we're going to follow this same format for the next three. We'll give you the scope and then the activities. Enabling DevOps our current activities. We're evaluating the best practices and industry standards, evaluate the software to improve workflow and visibility and then looking at what we have in place now and what we need to do to improve that process to speed up software delivery.

So we're on slide 11 now. We're moving onto the next initiative which is the agency cloud initiative. Out scope here is we're looking to extend our infrastructure with hybrid technologies. This means that in addition to our standard, our legacy, our current infrastructure that we have in place. We're looking to add an on-premise cloud and an off-premise cloud. We currently have an off premise. We're building an on-premise cloud. We're looking to provide support for software platform and infrastructure service. So we're not limiting ourselves to just infrastructure as a service.

We want to leverage the cloud model as an IT service. So we want our customers to be able to come to us and we help facilitate where they need to go and what they need to get to to get the resources they need to accomplish their task.

And then finally we point out that we're looking to implement a cloud management platform. We are currently working to develop an RFI that we're targeting for the fourth quarter of FY2018. And at this present time we're targeting an RRP for the second quarter of FY2019.

So we can move onto slide 13. In this initiative the platform transition refers to we want to reduce our footprint on the mainframe where it makes sense. We want to be able to put applications in the appropriate location where they run the best. So as we mentioned we're building an on-premise cloud. We have an off-premise cloud. We have distributed servers. So we want to be cloud smart. What that means is consider cloud first but be aware of where things run the best. So just because we're considering cloud first doesn't mean that's where it goes. We want to make sure that we look holistically at applications and make the best determination for where they fit in our environment.

We want to leverage platform as a service because we believe that'll help ease potential movement of our applications between platforms so across clouds potentially. And then look at the technical feasibility of migrating the mainframe workloads to other platforms, cloud and other platforms at the agency.

So if we move onto slide 14. Some of the current activities that we have in platform transition are a feasibility analysis to look at content manager and Web sphere an IBM product moving them onto X86 off of the mainframe. Establish a platform for testing these things, understanding what's involved in moving these applications off, what support is needed, how do we make it run, how do we make it secure and perform, conducting a proof of concept.

And then we're also looking to pilot the document management architecture on a distributive platform so we have a number of initiatives looking at the possibility of moving things from one

platform to another. We're doing this so that we understand what's involved and ensure that we can give the performance and meet the requirements of our business community.

So we can move onto slide 15. This is the back-office modernization. So again following the same model, scope and then we'll move into activities. Right now – so we're looking to move major elements of our back office to the cloud. Right now that means exchange share points, potentially Office 365 and other things that are used at the agency as part of what we're calling back-office collaborative tools moving those to a cloud provider primarily with software as the service.

Again to free our folks up from not having to support the infrastructure so that they can do other tasks. All of the other modernization efforts obviously are going to require people. We can free people here to move over and support some of these other tasks. We're looking to transition support to cloud based, cloud service providers. And then we're also looking at strategies to centralize our field office. As I mentioned on the first slide we're supporting field offices across the entire country. What can we do to possibly centralize our servers and consolidate servers to support our customers across the entire country.

We move onto slide 16. Some of the current activities that we have in place in back office. We're planning, designing and implementing the share point and exchange in the cloud. We're establishing secure connectivity to Azure. We obviously need to obtain an authority to operate and maintain that authority to operate. Again referring back to security all throughout all our efforts in modernization security is a prime concern particularly when looking at different platforms and how we implement them.

And then finally we're eventually going to need to migrate the share point sites and exchange accounts and phases from our current on-premise solution to our cloud-based status solution.

We're going to move onto slide 17 and try and give you a summary of what we talked about and then move onto the question phase.

So in summary I think the infrastructure, modernization efforts are looking to provide the building blocks that are necessary for our customers to meet their business needs. We want to look to the future. As we all know IT changes fairly rapidly. We need to be constantly looking forward if we try and implement what's in place, what's hot today or what's at the forefront today. As we go forward we're going to fall behind and not stay ahead. And we need to listen to our customers to figure out what they need, what we can do best to help them along with security, legal and acquisitions to ensure that we can do things in the best possible way and fastest way for our customers to modernize our infrastructure.

And the finally we want to partner with a whole, you know, with businesses, other agencies with our customers to find the best solutions for SSA. That may mean tailoring what best practices are because of specific cases at SSA, specific, you know, processes that we need to do at SSA.

That will conclude my presentation.

Sean Brune: Thank you (John) and (Todd) this is Sean. I'd like you to advise the participants how they may ask a question. And as questions queue up I'm going to ask John to respond to one of the questions that came in advance of the call. So (Todd).

Operator: Yes sir. Ladies and gentlemen if you would like to ask a question please signal by pressing Star 1 on your telephone keypad. If you're using a speakerphone please make sure your mute function is turned off to allow your signal to reach our equipment. Again press Star 1 to ask a question.

Sean Brune: Thank you (Todd) and as we wait for callers to queue we'll say (John) what does our current data center modernization look like at SSA?

(John Foertschbeck): So currently we're doing a number of things in our data center. We obviously mention that we're building an on-premise cloud. We're looking to consolidate as much as possible our different management infrastructures that we have in the data center. We still have a mainframe presence and that will continue. And as we go forward the mix of workload across those three platforms may change as we determine the best platform for where applications need to run.

But our goal is to provide an infrastructure that's as flexible as possible to support wherever the business needs to go in order to meet their needs.

Sean Brune: Excellent thank you (John) and (Todd) do we have any calls?

Operator: Yes sir we do have one question. We'll now take our first question. Caller please go ahead.

Mitch Mitchell: (John) how are you. This is Mitchell with a team from Ciox Health with a quick question. Thank you for the brief today. And could you – I have two questions actually. One centers on your ATO requirements and if you're going to be looking not just internally but externally with partners and having partners that may be linking to or leveraging SSA infrastructure also need to meet ATO requirements. Is it fed ramp? And if so is there a specific fed ramp level of certification or accreditation that you're looking for partners to maintain as it relates to infrastructure?

And then second could you provide a little bit more insight into the document management architecture innovation that you're contemplating?

Sean Brune: Thanks for the question Mitch.   Fortunately we have the (Thiso) here with us and he's graciously willing to help answer your question on the ATO and then we'll hop back to the DMA question.

Rob Collins: So missed and federal requirements – can you hear me okay?

Mitch Mitchell: Yes.

Rob Collins: Okay good.   My name's Rob Collins.   I'm the Chief Information Security Officer here at SSA. We have to follow pretty much all federal and ((inaudible)) requirements as it relates to the data rather than the systems that the data rides on.   So wherever the data goes is where those ATO requirements essentially are going to need to be met.   And then the type of data is what determines what the level – I heard you talk about impact – low, medium and high impact of the ATO.   It's truly driven by what the data is that's being transferred or processed over that system.

And with fed ramp it's the concept of doing it once and using it multiple times.   So anything that's outside of our environment that we're going to send data to does require that ramp approval to go through the joint authorization or for an agency sponsored fed ramp package.   Did that adequately answer your question?

Mitch Mitchell: Yes it did Rob.   Thank you.   Just one quick follow up.   What role is SSA going to play in sponsoring partners because I am familiar with the fed ramp accreditation process and know there's a fairly significant backlog.   Is SSA sponsoring systems today with a look toward the future in those requirements?

Rob Collins: It's very limited due to resource requirements.   So it would really depend on the solution and how important that solution to meeting our mission.

Mitch Mitchell: Okay.

Rob Collins: So it's independent.

Sean Brune: And Mitch I think you had a second part of your questions on the document management architecture.

Mitch Mitchell: Yes I was just wondering if you could provide a little more insight into DMA.

Sean Brune: So I am far from the expert on the document management architecture. I don't know if there's anyone here that can address you but we can certainly follow up with you and provide more information if necessary to the group.

(John Foertschbeck): We'll provide Mitch's summary in our written document summarizing the call on the Q&A section. We'll take a note to include information on the document management architecture basic description of our architecture.

Mitch Mitchell: Yes that would be helpful. You mention that you're looking to pilot a document management architecture. And our question really was around whether any of the contemplated RFIs that were identified in the brief how that intersects with what the document architecture pilot is contemplating. If there is a link at all or if it's completely something separate.

Rob Collins: So Mitch they're completely separately. The RFI that we were referring to was for a cloud management platform.

Mitch Mitchell: Okay. So if there are any future contemplated sources sought or RFI opportunities specifically in regard to DMA and some additional information on DMA would be helpful.

Rob Collins: Thank you Mitch.

Mitch Mitchell: Thank you.

Sean Brune: (Todd) any other callers?

Operator: Yes sir. We'll now take our next question. Caller please go ahead.

(Corky Ashford): Good morning gentlemen. My name is (Corky Ashford) with Cloud Aera. I'd like to ask
is a big data platform in any of the planning that you're doing now for this infrastructure migration
upgrade?

Sean Brune: Was your name (Corky)?

(Corky Ashford): Yes.

Sean Brune: Hey (Corky). This is (John). So yes big data is part of our overall strategy as we go forward
and we're looking at that now.

(Corky Ashford): Okay because we are currently – we do have a cluster up and running over with a
gentleman named (Ron Sykes) and his group. I was just curious how it fits into the greater
enterprise thinking and planning instead of being sort of a sideload endeavor at this point. So
would you be the point of contact for future discussions around that or is it a SOGI ((inaudible)) or
would it be a different group?

Sean Brune: So it sounds, like you already have contact with (Ron Sykes). I would reach out to (Ron)
and he can reach out to the appropriate people. It is part of our longer-term roadmap but if you
reach out to (Ron) he can reach out to the appropriate people in OSOHE.

(Corky Ashford): Okay perfect. Thank you for answering that.

Sean Brune: And (Todd) any further questions on infrastructure and platform migration?

Operator: And at this time we have no question in the queue.

Sean Brune: Great thank you (Todd) and thank you (John). And we're going to move onto our next presenter. Our Chief Information Security Officer, Rob Collins, will speak to us about our state of authentication. Rob.

Rob Collins: Slide 20 which you're following along at home. Good morning again. My name is Rob Collins. I'm happy to speak to you today about authentication here at SSA. I'm also the Executive Lead for the Office of Information Security which includes our cybersecurity program. I'm actually surprised to be this early in the program. Usually security you save us for last and if we can fit it in. So excited to be here and talk about it.

In the Office of Information Security we're protecting the agency's information technology resources and data, manage risk and enable the business mission. It is our mission to protect the data, enable the agency's business mission, assure the confidentiality, integrity and availability of agency assets in securing the SSA enterprise.

We deliver an all-inclusive program that provides people, process, policy, technology and organizational structures here at SSA data and IT resources. Our program is pretty comprehensive and includes but not limited to perimeter security, network security, endpoint security, application data, security, prevention, monitoring and response. So it's pretty much all things cybersecurity.

Regarding sensitive information it's been an important issue since the creation of social security. We protect personal identifiable information for approximately 325 million Americans. And we have approximately 1,500 offices worldwide. We run about 1,250 applications across 25 major information systems and roughly 44.6 petabytes of storage so lots of storage here. We manage more than 82,000 user accounts, encrypted laptops and mobile devices for 85,000 users.

We secure 266,000 hardware assets connected to our network and this includes more than 113,000 end user devices and more than 4,700 mobile devices. So all this to say that we have a lot of data about every American and cybersecurity is increasingly becoming more important and how that ties into authentication. So it's asset authentication is kind of under the Office of Information Security and we're again excited to discuss it with industry.

For a background we're going to level set where SSA has been and how we have evolved in this space including a quick history. We're going to talk about looking forward and future opportunities that may exist. Slide 21.

So starting with slide 21 this is just a background about the stages of authentication. In that first step of authentication it's really our first interaction with the customer. We establish the user is who he or she claims to be in this identity proofing stage. Next we find a valid credential to the verified digital identity. And finally we authorize the right user to access the right service at the right time. Slide 22 please.

So this is the current state and timeline of our authentication services. We began these services in 2000 when we put paper forms online to an electronic fillable format. We deployed our first version of I-claim allowing users to file initial claims with SSA. And we expanded our services to include business and government services in the late 2000s.

Facing budgetary concerns we suspended paper mailings of the social security statement. However our customers wanted or needed their social security statements for various reasons. So to fill that hole we made a decision to provide this document electronically via new portal with a new authentication protocol. This led to the creation of the current My Social Security portal.

So in May 2012 we deployed our new My Social Security portal for our citizen services with the statement of the featured service. In that first year we processed approximately 3 million requests for statements. The number has grown every year since launch. And in FY17 we processed 46.2 million requests for the social security statement.

In the next few years we expanded our online services to include high volume in office services to kind of reduce that burden on the 1,500 offices worldwide. These include change of address, direct deposit, check your benefits, Medicare replacement card, 1099 and 1042 which allow users to get electronic copies of these forms and the social security number replacement card. We have almost 37 million accounts through my SSA and have processed over 619 million electronic transactions from May 2012 to present. Slide 23.

So slide 23. So this is the future state of authentication. As cyber threats change and emerge SSA will need to make enhancements to our authentication ecosystem. We will continue to enhance our identity proofing process increasing the depth and data validation sources, deploying solutions with a trusted referee scenario whereby a legal guardian, power of attorney or some other trained or certified individual could vouch for or act on behalf of an applicant. So this really brings into play how we do authorization as well to make sure that the correct party essentially is vouching for a current customer.

We will continue to expand our credential software for more option for our users. So we're looking to expand our ecosystem to allow our users to leverage their existing credentials if they meet our requirements. This could be through other federal partners as well or even potentially

the private sector. So we'll continue to expand our credential options. As we move forward we will update and improve our authorization processes to ensure the right person is getting that right access to the right service at the right time.

So all this is really a careful orchestrated play of how we identify users of who they are, how we issued that credential either being internally or from another partner and ensuring they have the right access to that data at the right time or potentially giving that trust to another user to act on their behalf in the trusted referenced scenario. Slide 24.

So future opportunities. This is the meat of what you are all here to get right? We want your input on various areas. One being business processes. So in identity proofing what is enough data to verify user's identity. With regards to data what data is out there for SSA to verify against. Are there standard models for privacy with regard to authenticated services? So of course we do follow this guidance but there may be other guidance which would be a best practice that goes on top of this or is more thorough that we should be looking at.

For technical process the majority of our customers are not tech savvy right? A lot of them are retirement age so whatever we choose to go with the solution has to be more intuitive and easy to use and understand. So how do we leverage credentials that are easy to use? What are some authenticators that we can use with our customers to increase usability? In light of the plethora of data breaches what should we be focusing on regarding behavioral or adapted technologies? And what are our emerging technologies that SSA should consider?

The third-party collaboration. BYOA – bring your own authenticator. What's the best approach to allowing your users to bring their own authenticators? A general concern amongst our users is we're making it too hard where we already have data on them. We're in fact – although we made first contact at birth of the users we don't know a lot about them until they come back and apply for retirement benefits. So how do we gather that data and actually use it in a meaningful

fashion? How can we decrease this gap from birth to retirement to stay more attuned to our users' needs?

And this recommended federal agencies explore federations in the new digital identity guidelines which we have been exploring mostly from the federal side but there may be even more opportunity for private partnerships. So we're very anxious to hear about that. And then how can we federate with the market as a whole?

Thank you for the opportunity to present. I look forward to any discussion or feedback.

Sean Brune: Great. And (Todd) we're going to open the line for questions again. And as callers queue up we did get two questions in advance for Rob. So (Todd) if you want to let callers know how to ask a question.

Operator: Yes sir. Again ladies and gentlemen if you would like to ask a question please press Star 1 at this time.

Sean Brune: And Rob one of the questions we received in advance is SSA currently doing any type of behavioral adaptive type of authentication?

Rob Collins: So yes we do some type of authentication there. We collect data that's just device information, ID address. However we only use this on the backend. We're not using it in real time which is something that I'd really like to start exploring. I think that's a lot more on the leading edge of these technologies and identity management.

Sean Brune: Great. And the second question we received in advance. What has SSA done in the federation space?

Rob Collins: So we're developing a shared federated identity management platform. We've been collaborating already with multiple external financial service providers – FSPs. We're working with login.gov. We're working with IVME. We would be very interested in what other types of partnerships public or private we should be entertaining or bringing into this federated identity space.

Sean Brune: Excellent. Thank you Rob. (Todd) do we have any callers?

Operator: No sir we do not have any queued up at this time.

Sean Brune: All right. I'll pause just a minute and…

Rob Collins: Are you sure nobody has any questions for me?

Sean Brune: Everybody's got cybersecurity authentication questions.

Operator: Again it's Star 1 to ask a question.

Rob Collins: Well thank you.

Operator: We did have one caller queue up.

Rob Collins: There we go.

(Crosstalk)

Rob Collins: Thank you.

Operator: Caller please go ahead.

Mitch Mitchell: Rob how are you? Mitch Mitchell from Ciox Health again with the team here who just really want to know what keeps you up at night?

Rob Collins:

No it really is, you know, we store and process some of the most vital bits of information on the population as a whole. How do we ensure that we increase the use of ability to enable our mission and really protect that data in a way that's meaningful. So not just checking the boxes but how we're actually employing solutions that make our security posture more secure.

Mitch Mitchell: All right.

Rob Collins: Thanks for the question.

Mitch Mitchell: Just wanted to keep it rolling.

Rob Collins: Thanks Mitch.

Mitch Mitchell: All right.

Operator: Thank you. No more questions at this time.

Sean Brune: All right. Well I think we will move then on. We're ahead of schedule but, you know, never know if one of these topics might generate more questions so we'll have time to answer more questions in the coming topics. But our third business requirement is on work management. And (Wayne Lemon) our Acting Associate Commissioner for the Office of Software Engineering,

Office of Benefit Information Systems is going to give us an overview of our work management. (Wayne).

(Wayne Lemon): Thank you Sean. I would like to sort of begin the discussion and we can move past the initial slide to sort of frame it in terms of several areas for the discussion today. Referencing in terms of the particular background I want to provide some perspective in terms of work management, what it really means in terms of the agency's benefit processing applications and the move to a more delineated discussion on the general direction in which we're actually headed. Also some of the information regarding SSAs business and then essentially the strategy, the current thinking that we have in terms of how we will actually get there. Next slide.

Slide 28. So as outlined in the actual IT modernization plan itself there are several key penance and some of this was referenced earlier in the discussion. One of the things we look at most importantly is improving service to the public. One of the primary ways we can do this is by providing our employees or the knowledge worker with the modern software tools and experiences they need that will allow them to serve the public most productively.

Additionally one of the key areas where we're focusing on is the notion of real time processing. We'd like to actually focus in on providing the SSA worker with additional information and data for MR to do their job. And this will actually allow us to provide real time access to more information than we currently do today.

Also another key item associated with improving service to the public becoming much more of a service centric organization. Customer service is at the center of what we actually do. We want to make sure we remain focused on that as we continue to modernize. And also this notion of better customer experience. If we provide the SSA knowledge worker or a technician with the tools and more modern software, we expect that will translate into again a better experience for the public.

Other key tenants. Increasing the value of IT for the business. This is really the foundation of what we're looking for in terms of work management and the benefits that we provide. This is a very important attribute. IT and data reliability. Data is essentially at the core of what we do. Many organizations that you might suspect understand and have interest in the value of SSA data which we use obviously to process our major workloads.

Security as my colleague mentioned earlier Rob. Security is essentially, you know, our middle name. It's part of the agency's brand and a key important aspect of our reputation. Therefore as we're going through the process of modernizing and adding value to the business we must remain focused not only on providing the access to the data, to the SSA knowledge worker but keeping it secure as well.

And then the notion of faster claim and post entitlement decisions. Providing modernization will give us the efficiencies we'd expect to help the SSA technician service the public whether it be for an initial claim or anyone of a multitude of events or transactions that occur after a person becomes entitled to SSA benefits. Next slide please.

Slide 29. Also another important and critical aspect or tenet of the modernization plan in terms of work management comes under the notion of addressing technical debt. Essentially the agency's modernization and the automation that we currently have in play and we expect to have in the future is a reflection of the legislation regulations and policies that we must follow.

One important aspect for SSA is the notion that these legislative mandates, policies and regulations have to be carried forward into any software that we actually modernize. They don't necessarily go away. So that is one complicating factor that we have to keep at the forefront of our mind.

Updates to poor systems. Our systems have served us well for decades. However we need to modernize. Most of our systems have outlived their initial design specifications. Others have challenges in terms of more power and knowledge of individuals who knew how those systems were initially constructed and maintained over a period of years.

So that leads us into the notion of risk and expense. Through normal process these through attrition, employees moving onto other opportunities and such we need to actually refresh the next generation of knowledge workers and technicians as well as the individuals who support these systems and the modernization we're undergoing will allow us to do that.

Another very important aspect in terms of work management and the benefits that we provide to the American public references this idea and the notion of balancing continuity with change. You may have heard originally at the outset of the discussion and it's also highlighted as part of the anti-modernization plan that one of the key aspects that we have to approach the modernization with is as an example sort of switching out, you know, engines on an aircraft while it's a law. That provides as we said in the plan a metaphor for what's involved and the criticality and the complexity in and around modernization. We have to keep things operational while we modernize.

To give you a picture of that more specifically SSA services over 68 million beneficiaries and recipients – we have our retirement too which is retirements of survivors and insurance program, disability as well under Title 2. And essentially also under the benefit's domain the supplemental security system or income system. Together we have approximately 68 million beneficiaries and recipients that we are supporting under the work management umbrella.

So in addition to actually doing the modernization looking at new tools and new languages, approaching it from a perspective that is important to actually provide business value we're also

very much aware of the importance of actually addressing technical debt and also balancing continuity with change. Slide 30 please.

Just a little bit more information about the business information for SSA. We relate this work management under the umbrella of as I mentioned previously the retirement survivors, insurance programs and also the supplemental security income program which is a need's-based program.

The core mission of the agency is, like, a large insurance company. All the tasks from claim's intake to determining entitlement and eligibility, payments and accounting processing, major cyclical operations that deal with any upgrades or cost of living adjustments, benefit rate increase and just a regular care and feeding for these production systems is at the core of the agency mission and also in terms of what we have in front of us to address in terms of modernization. It's a huge and significant undertaking. Next slide please.

Slide 31. In terms of where we're headed a part of what we're planning to do is look initially at our claims taking process. How do we make it better? How do we modernize it? How do we improve it? How do we actually provide the business value that I referenced earlier?

Our focus is on the SSA knowledge worker which we then expect to translate into better public service. We're also looking at the notion of transitioning from older technology to newer technology. It's part of the modernization.

It's also important to reference that fact that this is a joint effort between the business side of SSA as well as the IT organization. Slide 32. One of the things that we have determined in terms of a best practice as well as the, a requisite for actually executing and moving out on IT modernization from a work management perspective addressing the agency's critical poor benefit programs is the need to receive and acquire regular and consistent customers' feedback and perspectives.

The way we're doing this, we began initially with something called customer discovery. And essentially in layman's terms it's a way for us to understand more directly what's possible. What does the user or what are the users asking for from us? We would then move from that particular stage into something called product discovery.

That gets into some additional details which talks more about some of the capabilities and features that we're hearing are needed from the business. That process then moves us forward to identifying sort of technical users' stories and we move into more refinement to tasks that then lead us up to preparing to begin actual software development activities.

So it's a journey and we began and we continue to stay in lockstep with the customer through activities such as customer and product discovery. They're part of the team as I mentioned earlier, a joint effort with the business and IT.

Also as part of IT modernization and work management, we're looking at how we can appropriately incorporate various functions and features into our modernization plan as we move out. Then in year one, one of the key areas we're looking at in particular is, as we modernize what other system or processes might we actually retire?

And that's an important aspect of modernization. It's two sides of the same coin, business value as well as IT modernization developing new tools, software and systems and also determining what might be retirable.

So that in a nutshell represents some of the work management aspects of the IT modernization plan as it relates to work management and the agency's key benefit processing systems.

With that I'll take any questions.

Sean Brune: Thank you (Wayne) and (Todd) we're going to again open the lines for any questions. And as questions queue, I will pose one of the questions we received in advance to (Wayne).

Operator: Thank you. Again, ladies and gentlemen, if you'd like to ask a question please press star one at this time.

Sean Brune: And (Wayne) participants in today's call in advanced expressed an interest in knowing the proposed process for stakeholder engagement to facilitate the transformation. You mentioned core benefits claims' taking processes. How will we engage stakeholders' (in) our modernization?

(Wayne Lemon): Yes. I am the IT lead for the work management benefits domain. I have partners on the business side that I work with and communicate with regularly. We have consistent meetings, recurring basis.

We talk about the vision. We talk about the plan. We talk about product discovery, the outcome from that as well as the notion that we need to work together regularly as it relates to moving our modernization.

So we were all involved consistently and regularly in the customer discovery and progress, ((inaudible)) process as I mentioned and that's sort of a never-ending process. It's like a conveyor belt.

As you go through product discovery and you get enough information in terms of capabilities and features, then you start to move forward on executing on the software development for the particular capabilities and features.

So we regularly communicate with our business partners in this not only through product discovery but through regular discussions and meetings to maintain lockstep for the vision and moving forward.

Sean Brune: And (Wayne), I would add for our audience that as part of our development effort, particularly development efforts that relate to public facing software, generally our internet capabilities, we do have a user experience group within the agency that guides product teams through the discovery process particularly for stakeholder engagement.

That can include focus group activity. It can include and often does include user tests of prototypes or preliminary versions of software. And usability testing both on campus and remote. We have conducted this type of activity for several years both internal to the agency, we do that with our technicians as we deploy software.

And external to the agency. We can involve members of the public on a voluntary basis in both the focus group activity as well as the usability test.

(Wayne Lemon): Yes, I totally agree. Usability testing and the user experience work that we do actually makes sure that the end user can maximize the use of any software we develop that they use on the job on a day to day basis. So it's a critical role that they've fulfilled in actually acquiring user feedback and making sure we're on target.

Sean Brune: Thank you (Wayne) and (Todd), we'll check to see if there are any questions from the callers.

Operator: Yes, we'll now take our first question. Caller please go ahead.

Suzanne Charleston: Hi, good morning and thank you for doing this. Suzanne Charleston for LexisNexis. I have a question about your goals in regards to interacting with your consumers and beneficiaries with the field office and the 800 numbers.

We know that those numbers and the needs from those folks are increasing. Is your goal to increase or decrease those customer interactions or what are your metrics and what are you targeting?

(Wayne Lemon): I think in terms of the 800 number and any other channels that we have, our end users is ultimately the SSA Knowledge Worker technician. So in regard to what they actually need in terms of tools, technology, modernization from software perspective or end users, they are part and parcel of our plan to actually service.

It's not just the field office technician. Its individuals who also work the 800 number as well. Part of this is going to be informed by some of the additional aspects that we use as part of product discovery.

You may recall that I mentioned that it's an ongoing process so to begin, you know, we're looking at the claims intake process but we have to get to some of the other areas in terms of channels that we have to provide service to the public.

In terms of the actual metrics in and around that, that will come about I think as we go through the process determining capabilities and features and also determining what success should look like in terms of various metrics, in terms of efficiencies and how well they serve the public.

Could be things in and around response times in that regard but that is something we have to go through in terms of the actual product discovery, in terms of the next phases.

Sean Brune: And I would add to (Wayne)'s response, this is Sean Brune. The agency has an Omni channel approach that's all of the above in office, by phone, online and new, emerging support technologies like synchronous health for online users.

We envision for the near-term that we will have a business requirement to support all channels. The public is increasingly opting for self-service and we want to meet their need for service but as (Rob Collins) mentioned earlier, we serve all members of the public.

It's a very diverse population and as such, we continue to have an Omni channel approach to public service.

Suzanne Charleston: Right. Thank you very much.   I appreciate that.

Operator: Thank you. Well now take our next question.   Caller please go ahead.

Rob Polster: Hello.   This is Rob Polster of Polster Consulting. Thanks for your briefing (Wayne). And earlier IT mod business case that I came across indicated that there would be upcoming, agile development projects associated with Title 2, Title 16 disability earning numeration.   Perhaps others.   Are those enhancements still planned and how might we learn more about those plans?

(Wayne Lemon):   Yes.   I can speak to the sort of Title 2 and 16.   That's called the work management domain per se.   Yes, we're actually in the process of, you know, completing what we call product discovery, identifying more specifically the technical user stories and tasks that will lead us up to beginning actual development using Agile teams and such.

I think in terms of waning to learn more about, so what we're doing in that regard, you can begin I think with either Sean Brune as a point of contact and then he'll probably contact me for an

additional detailed information you would like to know about what we're doing in terms of those particular Agile teams and the like.

Sean Brune: And I would add, this is Sean again, I would add that we do have Agile software development underway across all six business domains and that is going to continue through the duration of our five year plan.

And it's to target development for our future state. That is supported by ongoing business process re-engineering across those core business processes you must mentioned. Those domains that are mentioned in the IT Mod Plan are really the core business functions that the ((inaudible)) administration much perform to administer the nation's social insurance programs.

So in response to your question, I would just say that we are in the process of Agile development. That Agile development is product oriented for multi-year delivery of products over the next four years related to our modernization effort.

And those teams will continue. New teams will start. New products will begin in the coming years but it's underway at present. Is that responsive to your questions"?

(Rob Polster): Yes, Yes, it did very much. I appreciate that. I have some ideas that can de-risk Agile development which might interest you. I'll be following-up about that.

Sean Brune: Thank you. (Todd), other callers?

Operator: Yes sir. We'll now take our next question. Caller pleas ego ahead.

(Jacqueline): Hi, this is (Jacqueline) at Hollywood Salesforce and I wanted to know if you could expand on your volume numbers as it relates to your Omni channel support as it relates to supporting

incoming claims, inquiries, maybe volumes around calls versus volumes around email inquiries and such.

(Wayne Lemon): I don't have specific metrics on emails right now or actual calls. I think that's something I can probably provide to you as part of their follow-up. One of the things I will mention though is that in terms of volume of customer base, it's, you know, again about 61 million beneficiaries in terms of SSA customers on the Title 2 side retirement survivors' disability insurance and about 8.1 million on the supplemental security income side in terms of beneficiaries.

Obviously that lends itself into the number of possible inquiries through email or phone calls but I think in terms of specific numbers, emails and the like, we would follow-up with you on that.

Sean Brune: And (Jacqueline), this is Sean. I would reference back some of the statistics that (Rogitte) mentioned in his opening. Those beneficiaries and recipients are a portion of our customer base. We also serve non-beneficiaries who I have inquiries about their earnings record and social security number.

And we also serve business partners, wage reporters and federal, state and local entities that we exchange data with. But in a given year we handle about 36 million calls on a national, toll free phone number.

We have approximately 42 million visits to our field office and we main outbound 278 paper notices, letters. We on an average year have over 400 million visits to our website Regarding your specific question on emails, I do not have data on that.

But I would also state and, you know, our Chief Information Security Officer may want to expand, we have high attention towards expanding the personal identifiable information of the members of the public who depend on our services.

As such, we don't disclose that information on unencrypted emails outbound. On occasion, we do receive inbound inquiries. If they're general in nature, they could be handled with a general response referring them to a pamphlet or a publication that's available.

If they're specific in nature, they're generally not handled in email communications.

Sean Brune: They're referred to another channel.

(Wayne Lemon): Right. They're referred either by a phone call or a field office appointment.

(Jacqueline): All right. Thank you very much.

(Wayne Lemon): That being said, I did also want to mention and (Rob) alluded to the ((inaudible)) security portal which is the online storefront for our business which is striving to have an authenticated use case for all of our customers.

And within that portals, we do have a secure messaging capability that is growing and used. And (Rob) alluded to some of that use story in his remarks.

Sean Brune: (Todd), any other questions?

Operator: Yes sir. We do have one more at this time. Caller please go ahead.

Mitch Mitchell: Hi this is Mitch Mitchell again. Ciox Health. Thanks again for the brief. This is a question for you and maybe Sean as well. We have some questions around the Agile development process resources within SSA, sort of the magnitude sort of development of Agile teams.

That's the first question. The second following that is, what's the decision process that SSA goes through in evaluating stakeholder requirements relative to a buy versus build solution, looking out into the industry for (COT) solutions or (GOT) opportunities versus driving the internal Agile development process.

An external view could accelerate innovation. It could help to achieve some of the goals and objectives that you've identified around providing a better service experience, getting things out into production ore rapidly helping to address some of the issues that you've identified. Curious as to what your thoughts are on that.

(Wayne Lemon): Sure. With regard to your first question, IT modernization is an agency (APEX) priority. As such it has the attention and the required resourcing to associate with the development team that we're sort of aggregating now.

In terms of the individuals and such, we're looking at, you know, give or take, you know, seven to ten individuals per teams, multiple teams but part of this goes back to the notion of prioritization and the agency obviously has a lot of work on its plate in other priorities.

But at mentioned It is, IT modernization is an (APEX) priority. Therefore we're using that particular perspective to help provide the resources required for the actual effort and initiative, that being the modernization itself.

With regarding to upholding stakeholder requirements, buy versus build that is one thing that we do actually consider an important aspect of modernization itself in terms of fairing out any particular opportunities in and around buy versus build.

One of the particular aspects we have to be careful of and that we're cognizant of is that going back to the notion of the work that we're actually modernizing is heavily based on legislative policy and regulation and therefore our automation is often, is a reflection of that.

So for any particular opportunities in and around products or services, they have to align accordingly in supporting the agency's mission in and around those legislative mandates, policies and regulations.

But we do have a conversation with the customer on and around their needs and their needs often drive whether or not we pursue a buy versus build or further opportunities in IT modernization beyond doing in house development

Mitch Mitchell: Let me just add to that, this is Mitch ((inaudible)). CIO, that when we are looking at any investment of IT dollars and looking to do any sort of work, we have a bias, a policy that is cloud first and clouds first.

So whenever we're looking at what the solution might be for needing something either for the public or something for an employee, whatever software is being considered, whatever capabilities is being considered, we have to look externally and that's the policy that we have in the initial scoping of the process. The process and the product.

Secondly your question was about Agile. And we have substantially increased our Agile work over the last two weeks or so We were just in the beginning stages of ((inaudible)) in '16 where we had probably less than ten teams that were working on Agile and now we have well over 50.across 11 different products.

So we have come a long way and we continue to look at everything we're doing in a new light as we embark on modernization and even non-modernization work. Anything that we do has to be cloud first, (COT) first and then of course can we do it using Agile versus Waterfall?

Sean Brune: Mitch, this is Sean Brune on final addition to (Rajive)'s and (Wayne)'s comments. To operationalize and effectuate that cloud first, (COT) first, our capital planning and investment committee control process as required by federal guidance doe include a product evaluation of all alternatives – build in house, hybrid build-buy, buy from the commercial sector

That analysis is documented and reviewed by our agency investment review board at the approval stage and, of any investment and can be requested to be updated either by the CIO, the sponsoring organization, one of our business components or myself at any interval within the project so that as new capability comes to market, we could ask product teams to, you know, evaluate further what are the options to deploy to meet the business requirements.

Mitch Mitchell: That's very helpful Sean. Thank you for that. And I just have a quick follow-on question as well. You know, we've been supporting SSA as a, we value SSA as a strategic partner of ours and have done so for many years.

We want to continue to innovate with you. Could you speak to the processes that you have in place today to support the evaluation of alternatives, of the evaluation of alternatives as new requirements come to light and your industry engagement.

This is a great forum and honestly this is the first time I've participated in a forum like this in social security along with my team. Could you speak to kind of the forward looking level of engagement that SSA will maintain with industry in support of the evaluation of alternatives around requirements as a mature soliciting input from industry given the cloud first, (COT) first orientation that you guys have?

Male: I'd like to weigh in. I know Rajive has comments. Acquisition officials at ((inaudible)) may also have comments. First and foremost, we follow federal acquisition rules and second, all teams, all products are encouraged to do vigorous market research.

That's research that includes publically available information. It's research that can include a quest for information. A formal process and that's research that can include industry days product or topic specific as well as a program created like today's Industry Day.

We've done Industry Days in the past that have been physical meetings here on our campus in Woodlawn. This is the first time we've done one virtually by teleconference with the slide deck distributed in advance.

It's part of our effort to, you know, explore all opportunities to engage the stakeholder community KIN addition as I mentioned on a prior response, our product planning beyond the procurement angle does include stakeholder engagement which can be through structured interaction with members of the public through focus group meetings through discussion with specific constituencies.

Follow the Federal Advisory Act for guidance and all those things came in for our planning for executing a business requirement. Those are all public, external facing activities. Rajive.

Rajive Mather: Yes, I was going to say that you've heard us using the word product today quite a bit I hope. We are reorienting our approach to use product and product management in everything we do, our investments, our, how we do our work. Are we organized in how we do our work? And it goes hand in glove with the Agile of course,

And these are tried and tested practices in industry. It's something new for government. Not project but product. So when we look at any opportunity for capability, just has to fit into some sort of a product. And that product, the team is going to have to externally and I'll have, and Seth will certainly talk about can talk about how we engage in the early stages of the investment process.

Sean mentioned we have our specific guidelines which are how we do our investments. We have a policy that the team has to look at, alternatives outside, and consider how they meet the product requirements that we're looking for. I mean these are all new. I mentioned in opening remarks that we think about modernization in many different ways and one of them is people.

This is part of that in helping then to operate different and looking at their work differently. And then delivering on a product in a product view, not in a project view or a technology or systems view. But this is all new stuff. It's important stuff. It's stuff that we have to do. It's not changing overnight.

So there's stuff that we're putting in place in policy. There's things that we're doing, working with business partners to make sure that we get the requirements right. And then of course on the acquisition side, making sure that we're engaging industry correctly. So with that, let me hand it off to Seth to comment on how we engage.

Seth Binstock: So this is Seth Binstock and I'm the Associate Commissioner for acquisition and Grants and as Rajive and Sean both mentioned, we do expensive market research. The acquisition team which includes the Contracting Officer, the Contracting Officer's technical representative are required to and so a review of all the product in a particular marketspace.

As Rajive said, the policy is (COT) first or cloud first, (COT) first. And they are required to document their analysis and so extensive market research. Sean also mentioned the possibility

of Industry Days. We have done that in the past for specific procurement actions. We will continue to do so depending on the particular acquisition.

We're going to do those mostly in our larger acquisitions. It's not cost effective to put together a large Industry Day activity for a smaller acquisition bot something with lots of industry attention and high dollar value, an importance to the agency, we're going to do an Industry Day and get immediate input from the industry.

What we normally do for your average procurement is an RFI where we seek capability statements. We seek information from the industry on things that will help us to develop our requirement. So a lot of the project,, the information submitted to you through that process goes into developing the requirements.

Rajive Mather: I want to take the feedback from these sessions. It's good feedback. Thank you for the feedback Mitchell because if we can find a way to operationalize this and get less of a lift every time, if we can do this in a way that's appropriate for the right business verticals or product verticals, it will be a nice way for us to engage, if we could figure it out.

So there's a lot of interest for us of course to engage in the industry and I know that from the industry side. And if we can figure out a way to scale this, we will.

Mitch Mitchell: Yes, so Rajive, this is Mitch again. Let me just give you some feedback and say I think this forum is excellent. Not only is it economical for all of us on the phone, I've got a team here with me

This is a great industry exchange because we get to listen to other people's questions, get to ask some questions and it's really valuable so I would encourage you to use this as a model and to maintain an Omni channel approach to how you're communicating with industry. I know FBO is a

vehicle that you guys use to communicate out, soliciting input, source ((inaudible)) and information.

I think that's one of many that you can consider. We look forward to the rest of the brief but this is a great forum and I really appreciate you guys helping to facilitate it. So thank you.

Rajive Mather: Thank you for that feedback.

Sean Brune: And (Todd), before we move onto our next presenter, just check again if there are any questions in queue.

Operator: Yes, we did have one more queue up. Caller please go ahead.

(Brian Katz): Yes, hi, this is (Brian Katz) from Impact International (Wayne), can you just confirm that the work management business requirement covers Title 2 and Title 6 (theme) exclusively?

(Wayne Lemon): Yes, those are the primary agency programs that are under the work management umbrella.

(Brian Katz): Great. Thanks. And so the follow-up to that is, I mean, what are the, what would you say the unique challenge are of those business domains compared to ((inaudible)) as it relates to modernization?

(Wayne Lemon): That's a great question. I think there are events. One of the key aspects I think relate to the complexity of the two programs by nature again going back to how there are legislatively constructed and the automation and the modernization is, you know, a reflection of that complexity.

You know, there are multiple ways to become entitled. There are computations. They are very complex in nature that help determine a benefit payment amount. The systems themselves again have served us well. They've been refreshed in cases however in some other instances they need to be obviously modernized if they've outlived their design.

The other aspect too of that is I know, again, balancing the continuity with the change because, you know, while we're modernizing, we have to continue to provide the critical service of the right payment to the right person at the right time. And also modernize at the same time.

So the unique challenge is of the work management in that particular domain are I think a reflection of the complexity of the two programs in particular which are then, you know, borne out through the automation. We have to account for everything that we do today, tomorrow in modernization.

Sean Brune: And this is Sean. I would just add to (Wayne)'s response to let the caller know so our work management for now is hardcoded into roughly 24 million lines of COBOL programming language that has evolved over decades that codifies and administers nearly eight decades of statutory, regulatory program policy updates

Those have been in different frequencies but policy8 updates have been pretty regulated. The automation enforces program rules. And the code, the COBOL code has those program (rolls) as well as work management as well as decision support all in the same code base together. And so we have no alternate system to process this work.

So any claim, any post-entitlement action for a beneficiary on the rolls right now, it goes through an MCS process and data is pulled from many legacy data applications. And in addition to our major work processing systems, the modernized claim system, MCS, and MSSICS, and modernized supplemental security insurance claim system

On the Title 2 side alone we have 128 supporting applications. So the ecosystem, the software is rather substantial.   The volume of transactions is rather substantial. And those supporting applications that I mentioned are written in multiple different programing languages in addition to COBOL.

And so oftentimes the data that is collected in one application is stored in a database that's accessed by a second, third, fourth application and then years may go by before we, you know, access that data again for a business purpose. And it might be even a seventh, eighth, ninth, tenth different application depending on the beneficiary's circumstance.

So when (Wayne) references the complexity, when we change workload management for our core systems we have to evaluate and test how that change will impact the other software environment. And it is very much the case that changes on Title 2 programming systems may have impact on Title 16 and vice versa.

And so while I mentioned just the 128 to ((inaudible)) applications for Title 2 the software universe for our benefits workload is even broader than that. So I think that's where a lot of the complexity comes in that (Wayne) just mentioned. I hope that's helpful.

(Wayne Lemon): Yes, very much and so in terms of prioritization then I mean you have sort of your very broad business areas and business requirements and in each one you've got very complex requirements that need to be implemented.

And so as it relates to work management, is there a process to sort of how to prioritize within let's say Title 2, what to actually tackle initially and how to, how to roll out some of these changes so that you don't disrupt the business.

Sean Brune: Right.   The approach, I'd like to expand on this. The approach right not is to take a comprehensive view of both, Title 2 and Title 16 together.

(Wayne Lemon): Right.

Sean Brune: And then the way they're preceding at present is business workflow ((inaudible))   So starting when a potential claimant calls or visits, working through that pre-claim claim adjudication award, post-entitlement activity in that sequential order.

That's our approach right now taking an enterprise architecture view as well to make sure that the underlying infrastructure is in place and modernized as (John) mentioned before the benefits our systems will need to access that.

(Crosstalk)

(Wayne Lemon): And to add on a little bit more to that, you may recall at the very beginning we talked about the fact that without modernization, two sides of the same coin, it's a business value and also do we need to act in modernizing the software in our systems.

You know, part of that modernization is informed by the business and the process in which they were identifying, you know, specific pain points and concerns that need to be addressed to influence sort of what we would tackle first, you know, the mechanics of actually doing the sort of modernization, rollout, implementation.

So the two sort of work hand in hand in deciding what does the business need and when and then how can we deliver that accordingly?

Sean Brune: Thank you very much.   Great questions and (Wayne), thanks for your explanation and overview. You got the prize so far for the most questions so good presentation. And (Todd), I think timewise, we'll move onto the next presentation. Are there any callers in queue right now?

Operator: No sir, not at this time.

Sean Brune: Excellent. So we'll move onto our fourth business requirement, electronic health records. And (Jude Soundararajan) has just joined the agency as the Executive Director for Health, Information and Technology and I'll ask (Jude) to give an overview of our program.

(Jude Soundararajan):   Good morning.   My name is (Jude Soundararajan). I'm Executive Director of Health IT. I'm on slide 35. I'd like to go first with an overview of disability. Next slide, cost and acquisition of medical data, our goals in disability and some of our challenges and the possible innovative solutions we are looking for.

Moving to slide 36, I'll talk about the disability programming in detail. Security is more than retirement. The first disability income programs are the largest federal programs that provide assistance to people with disabilities.   Needless to say it's one of the largest consumers of medical records in the U.S.

Each year ((inaudible)) between 15 and 20 million records to make a determination on 4 million disability claims. Last year we saw over 16 million records which consist of 666 million pages of medical documentation. ((Inaudible)) handles large volumes of medical information to support disability programs.

Each year we process approximately more than 15 million requests of medial information from about half a million sources including doctors, hospitals, health care providers on almost 3 million disability out-patients and one million disability decisions on other levels of the field.

While electronic health records make up a growing proportion of ((inaudible)), more than half of the 15 million records received last year were faxed or mailed. As our workload increases and our workforce decreases to retirement, we are looking to leverage technology in all aspects of the disability process.

We can use IT as a powerful driver to lower costs and the speed of the disability process. One of the agency's key goals is to improve the timeliness and quality of the key issues used in validating disability claims.

The quicker we receive high quality medical data, the quicker a disability claim can be adjudicated so let me quickly walk you through our disability programs in the determination process. Moving to slide 37.

So we administer two disability programs, disability insurance and supplemental disability income. Only individuals that have a disability that meets our medical criteria and who will also meet non-medical criteria will qualify for benefits under either program.

The first program is Social Security Disability Insurance also known as SSDI. This pays benefits to the worker and certain members of the family if the worker is insured. That means that they have paid into social security through taxes.

The second program is supplemental security income for SSI but which pays benefits based on financial need. When someone applies for either SSDI or SSI we collect medical and other information from the individual and make a determination based on both the non-medical requirements and Social Security's definition of disability.

When we approve a disability claim it offers monthly cash benefits and often healthcare coverage through Medicare for the SSDI program and Medicaid for the SSI program. So how do we define disability?

The definition of disability under social security and other programs such as the VA. Unlike the VA Social Security pays only for total disability. No benefits are payable for partial disability or for short term disability.

Now the Social Security of disability is defined as the inability to perform substantial gainful activity which that basically means work through under medical terms a mental or physical impairment which has lasted or is expected to last for at least one year or expected to result in death.

Now let me give you some background on this disability related determination process. Individuals can apply for disability though a variety of ways. They can do this in person at our field offices, do an application or speak to a representative on the phone or on the internet.

During the claims intake process we collect a lot of information about individuals including the demographics and allegations which basically means the reasons that they are unable to work. A list of treating sources. This is where they were treated and when and where. A list of their medications. A list of labs and procedures and where's and why's their conditions have occurred.

Vocational and educational background and their past work experience. Now at SSA, we are not HIPAA covered entity but we're covered under the (Policy) act. We can assign patient authorization so that a healthcare provider can send information to us about the patient.

We alert medical providers of medical information supplied through a number of channels and these include mail, fax and secure ((inaudible)). We receive medical info back over the same

channels And obviously to receive information through the medical channels, it's a much cleaner process.

Once we have the medical information our disability examiners mainly view that information and make a determination on a disability claim. Once we receive the medical information we review the medical records as they are received mainly to find information which may supports the individual's disability claim.

If information is insufficient or missing we must re-contact that provider. If new sources are found while reviewing that information we contact the providers for those additional records. Now if we're not able to obtain the information necessary to make a disability8 determination we must ((inaudible)). That's when a physician will perform a one-time examination to determine the claimant's functional capacity.

If the information supports the disability claim for approval, the individual is eligible for a monthly cash benefit. Approval for disability benefits can lead to public health care coverage through Medicare or Medicaid.

Now ((inaudible)) which is fax which can take weeks or months as we wait for medical records. When we receive like an incomplete packet or the claimant does not have any sources for medical information we need to order a compulsory exam and these exams can be very expensive.

And this incurs more delays in the process. On average an initial disability claim from 90 days from application to decision. Now for an individual who has a chronic or terminal illness that prevents them from working, every day that passes without getting benefits is really a burden to them.

And these are individuals, they will make heath care, getting health care for themselves is a lower priority which endangers their home life and intervals with their family. Now leveraging health IT, medical information sent to us almost instantaneously in standard formats which we can consume right away and reduce the time to (commence the payments).

Also leveraging Heath T allows us to leverage business rules against information such as diagnostic cods, (machine) codes and we can use like the lab results and medications to identify information that can support a disability claim in a quicker manner. So having electronic health records, it really moves this process quicker and instead of 90 days we've got it down to one day, for getting the records and making a decision by the end of the day.

It really smoothens and quickens the process by having electronic health records. Slide 38. Today less than 10% of the medical records is being received in electronic medical record formats. The rest of the documents are received in various image based formats such as paper and PDF and through methods such as mail, fax or electronic transfer.

Due to the high volume of disability claims received annually, because of the high volume of medical records received, the format cannot be easily analyzed/ SSA has unfortunately accrued a backlog of more than 1 million disability claims. We are in the process of ((inaudible)) technologies such as prior medical records to extract additional information in medical processing.

We're using ((inaudible)) and machine learning to identify patterns of information key to decision making and the capability to put all this together to allow our disability examiner to make faster and more accurate decisions Can you move to slide 39? So what is ((inaudible))?

SSA is looking to the industry to assist SSA for the goal of improving service to the public through improving the quality and analysis of medical received.. SSA is seeking innovative solutions in the

following areas. Can you move to slide 40? We're looking for innovations to increase the volume and speed in which we receive medical records in standard data formats.

We're looking for assistance in ((inaudible)) high volumes of medical data, some of those faxes and ((inaudible)). We're going to convert those into machine readable formats. We want to continue to leverage and look at new medical solutions using natural language processing and artificial intelligence to analyze and summarize the medical data received and help our adjudicators come to accurate decisions.

We are also looking at techniques to quickly separate routine cases in the disability backlog from the more complex cases so that we can focus on the routine cases and complete the information quickly. And we're also looking for other innovative solutions that we may not be aware of Can you move to slide 41?

Now SSA invites ideas for new techniques and technologies to assist the agency in solving its medical records needs and to enable more efficient and equitable determination for the claimants so looking for all types of innovative solutions. I'd now like to open it up for questions.

Sean Brune: Thank you (Jude) and (Todd) will take questions as we've done for each presenter. Before I take questions and as we've done for each presenter, we have a question, two questions that were submitted in advance for ((inaudible)). So (Todd).

Operator: Again ladies and gentlemen to ask a question, please press star 1.

Sean Brune: And as we wait for caller to queue, I will ask (Jude) what data exchange platforms will be used for electronic health records and will there be interfaces for beneficiaries to view their records.

(Jude Soundararajan): Right. So we're on a number of hubs like Sequoia and they provide standard data formats for to transfer to data. Now the second question about viewing records that end users can view the records. We don't have a facility to do that at this time and that may be something we may be looking into in the future, but we don't have any facilities like that envisioned at this time.

Sean Brune: Great. And (Jude) a second question that came in, in advance for your consideration is what plans does SSA have to modernize national medical evidence collection at the enterprise level? Will SSA drive a national medical evidence collection program, if so and how will it develop for our requirements?

(Jude Soundararajan): Right so there's a number of national hubs - one example is the Sequoia hub which provides like a national standards for medical records and electronic health records. There's also protocols like (HL7) and me personally I like to encourage the consumerization of health data.   So the consumer owns their own health data. I think that's one thing that we can push out and work and strive for.

And as part of that incentive, I'm going to launch a get hub site with the standards SSA requires for our health care records and the additional standards that we have above these (HL7) requirements. I also have a - if you just joined us, this is (Sean Fry) who is our disability expert. (Sean Fry) do you have anything to add to that?

(Sean Fry): No I just wanted to say we're utilizing standards. We're working with (ONC) and our other federal partners to really drive inoperability across the nation. We see this move to data environment as an opportunity not only for our agency, but all the federal agencies to be able to consume this data as they need to and beyond the federal agencies even down to the private sector, we have (HL7) standards in health IT in general, it's just to really make that transfer of information a lot smoother and between those entities.

And so the work that we're doing you know with The Hill, with the Office of the National Coordinator with the private partners that we're working with - with the large EHR's that we've also been working with, to share our needs, we believe this will help grow the exchanges that are out there and help America become interoperable with each other.

(Jude Soundararajan): As I said, we're pretty much encouraging national standards and we are adhering to all the main standards in the EHR domain.

Sean Brune: Great. So (Todd) do we have any calls lined up. Yes sir. We'll now take our first question, caller please go ahead.

(John): Yes, this is (John). You mentioned the (HL7) protocol. Is this something that you guys are actually actively collecting a lot of data and two other protocols that are very important in the medical industry are (Diacom) or medical images and also the ICA protocol to actually view remote apps? Are these two other protocols that you guys are using in your environment?

(Jude Soundararajan): Yes, we use HL7 extensively when we collect electronic data and that's a standard that we strongly adhere to. (Diacom) and ICA, I'm not familiar with that, but I'll do some more research. (Sean Fry) do you know if we're using it at all?

(Sean Fry): Those are mostly for like image, for reviewing images. Where since we don't have an electronic health record we consume at HL7 form, but we are working with our partners with how we can consume the images piece and some of the standards that are being adopted now per the HL7 protocol will allow us to look currently right now at the images at the fund structure data, but adopting some of the other platforms that are out there, I think we're looking at and researching to determine how that - is it valuable for us to look at an image or really as typically as an HD, but where (Morgagesten) is the interpretation of that image.

So we're looking at what's important for us, where the value is and if those standards along with some of the new things that are coming out like fire and direct to consumer exchange, how those would benefit us.

(John): Okay. Who would be the best...

Operator: Sorry go ahead.

(John): Sorry I mean who would be the best person to reach out to if we had technology around the monitoring and extracting data out of HL7, who would be the best person to reach out to for that?

Seth Binstock: So this is Seth Binstock probably the first person to start with is me and my address is Seth, S-E-T-H.B-I-N-S-T-O-C-K@ssa.gov.

(John): Okay I appreciate it.

Operator: Thank you. We do have another question. Caller please go ahead.

Mitch Mitchell: (Jude) good afternoon. This is Mitch Mitchell again with (SAAS) Health and I've got a couple of questions actually for my team who once again has been supporting SSA for a number of years in trying to solve this problem in helping you guys work through this.

So first question with regard to the $200 million spend for information that you referenced in the brief, do you have any line of sight or can you provide any additional granularity on in addition to that spend or that cost - the other cost associated with managing the backlog and processing these requests so that you can begin to quantify what the value proposition would be to SSA in solving this problem.

(Jude Soundararajan): So we're looking at that. So we've spent half a billion dollars if you look at our total medical acquisition costs. So $200 million, I think you're referring to just the disability general acquisition costs.

(Sean Fry): To answer your question, as far as the cost to obtain edits you know you are also talking about what are we spending to acquire evidence not only as just in the format that is sent to us from vendors like hospitals and clinics, but I think you're also asking what do we spend on those consultative exams. What are spending on consumables for paper request? What are we spending to scan that in and what are we spending on personnel?

We're probably spending you know a lot of this is intermixed. So we haven't broken it down specifically as a business process for what we spend for folks that are out in the field that are part of the requesting so they do the other jobs in the DDS - our folks on the front line.

But I would assume that you know you could see we're somewhere near about half a billion dollars to just what we're spending to acquire evidence and pay for folks to obtain that evidence and that includes consultative exams.

(Jude Soundararajan): Yes. So those are aggregate costs. So the exams when we don't get medical records and we have to send a disability claimant to an examiner those can really drive our costs because we're paying for the medical exam too.

Mitch Mitchell: Follow up to that, just roughly what percentage of the claimants that require additional evidence require an exam? Do you know?

(Jude Soundararajan): About 27%. So it really does cost.

Mitch Mitchell: That's significant. Once again so I'm clear. So the inability to determine a disability benefit through medical evidence gathered in the form of medical records, 20% of the time require the claimant to submit to a physical to determine or confirm the disability.

(Jude Soundararajan): Yes. That's approximately right and we don't have granularity on that figure, but it's around 20%. So when we are forced - when we don't have any records, there's non-responsive health care providers, we're forced to send that individual to a medical examination and that's a huge cost driver for us.

So it's very beneficial for us to be on these HL7 standards and to receive electronic health records because it speeds the process and lowers the cost to the taxpayer.

Mitch Mitchell: Okay. The second question that we have with regard to the backlog of approximately $1.4 million disability claims. Can you provide any additional granularity on the circumstances that are driving that backlog? Is it solely a result of insufficient evidence? Is it largely due to the inability to access discrete data because of the nature in which it's coming to you fax, paper, etc.? Could you characterize that in a little bit more detail?

(Sean Fry): This is (Sean Fry). That refers directly to the claims that are pending decision by the administrative appellate judge at our hearing and appeals level and we've actually made some progress there this year and we're around below one million pending now. You know it relates not merely the evidenced to acquisition but it also relates to volume of receipts, as well as capacity on hand to conduct hearings and write decisions for those hearings.

Certainly the efficiency of having updated evidence helps to process hearings more timely and our evidence acquisitions strategy, our health IT records acquisition is part of that business process enhancement that we're making.

The last thing I would comment before turning over to (Jude) for additional comments, is it is certainly possible for a claimant who has been denied at an initial claim level to have new evidence by the time they get to a hearing level. So we're confident that we have all the necessary information to adjudicate a claim at the initial claim level but then if a claimant elects to file for reconsideration, or subsequently for an appeal, there's time that passes to allow for due process and you know the fastest the process can run is roughly you know about nine to 12 months.

Mitch Mitchell: Because we're a year program, sometimes people come to us early on and in disability and we just need time to prove out the theory that their disability is going to last 12 months. So some of that is just problematic that they get pushed through the channels. Others what (Jude) had brought up and what (Sean) had brought up is that a lack of evidence becomes more robust downstream and so time is just really needs to be there for these claims to mature for somebody to be able to make a determination on that.

(Sean Fry): But Mitch the answer to your question is the access to current electronic health records is one of multiple drivers for that backlog.

Mitch Mitchell: Understood.

(Jude Soundararajan): Yes so as we increase the amount of electronic health records, we move from the 10% that we get now it's going to speed up that process obviously getting these records take time. That can increase the backlog. So that's our focus is to make sure we get and our drive is to make sure we get more electronic health records.

Mitch Mitchell: There's one other element that I would like to point out to (Jude). There's getting the record in machine readable format which is important and so that format, making sure that it's

useable downstream and our processing. There's also the quality of the content. So meaningful use is meaningful use but it needs to be uniquely used for us to say. And that may be different.

So it's important to note that and I think that's an important requirement in addition to the format that - how do we define quality? How do we define the content? How do we access it, kind of on an operational basis? These are all really important tough, questions that need to be automated.

(Jude Soundararajan): No we recognize that absolutely that what might be sufficient to meeting meaningful use requirement in the form of a standard transaction that may be grossly inefficient or insufficient for an administrative law judge to make a timely decision on the disability claim.

Mitch Mitchell: You guys are doing some innovative work utilizing things like natural language processing and AI to try and abstract relevant clinical data out of unstructured data. Can you elaborate a little bit more on what kind of results you have seen through that effort and what you envision going forward?

(Jude Soundararajan): I want to send this to (Sean Fry) who's worked more closely with that team. Can you tell us a little bit more?

Mitch Mitchell: So for our currently what we're doing with HL7 standards, we've created business rules based on our listing requirements and these listing requirements are available to the public. They basically tell you what our program needs to be able to consider you disabled and we have these broken across various body systems. But it will tell you as far as if you have cancer, what type of cancer? What type of metastasis needs to occur for our program to be - to consider you disabled.

So we've built business rules which is kind of using the old way of doing things, but basically looking at ICB-9 and ICB-10 codes to layout where and I (warned) our examiner that there might

be a possible allowance. Apparently we are undertaking a process while we're looking at as (Jude) said through NLPN and even AI.

As we receive this as data, can we look at the actual work? Can we look at the terms? Can we look at the way that they're applied in a structure of a sentence?

Or the meaning within a summary or a discharge summary and can we apply that and look longitudinally and apply that again to our listing levels and also some of these other program requirements that we have for what we know about a person, their age, the past work experience.

And so preliminary we are just at the stages where we're dipping our toes into that. But we've been able to define a lot of the terms so we can now search across the information very quickly which is a tool that is being tested out right now with the examiners.

(Sean Fry): Yes we don't have data yet to share in terms of efficacy but there's two pieces of this. There's does the technology work and does it actually make sense and then there's how do you turn into the business process. Two different things and two different steps still early in our approach.

Mitch Mitchell: That's very helpful. Thank you. Could I just ask you to clarify one thing? You mentioned that these HL7 business rules are available. Can you just provide a little more context on that with...

(Sean Fry): Yes. What I meant is our business rules aren't necessarily made available. But what we've done is we've applied them against our listing - our disabilities listing impairments which are available.

Mitch Mitchell: Oh, okay. I actually have a couple more questions, I hope you do mind. This might be a question for Seth. With regard to solving some of these larger business problems, in partnership with industry and how you actually execute on engaging with industry to implement solutions.

You mentioned a couple of metrics that you're tracking. The backlog, the cost, the speed with which these claims are being processed to get to an endpoint which is the determination of the disability benefit. These are the metrics that you are tracking.

Has SSA ever or would SSA consider entering into a shared risk model with a business partner where performance would translate into some type of a contract structure I guess is the question. But I guess it's a shared risk acquisition model where a business partner could solve that problem. I don't know if you understand the question, Seth.

Seth Binstock: I think you're asking a share and savings kind of contract.

Mitch Mitchell: Yes.

Seth Binstock: Where so yes. Where the vendors pay is related to how much SSA saves in its program activity.

Mitch Mitchell: A performance based contract. I know there's a structure there. I don't know if SSA has ever taken advantage of something like that.

Seth Binstock: We have not. But we would consider it in a specific circumstance. So if the right circumstance came up, I would consider it as part of our procurement model. We know how to do it, we just haven't had an opportunity yet to do it.

Mitch Mitchell: Would you consider this to be the kind of use case that might warrant that?

Seth Binstock: That's something we'd have to talk about with our program people. Particularly (Jude). So yes, I'm not in a position right now to say because we haven't really discussed it.

Mitch Mitchell: If you wouldn't mind just taking that away as a question for follow-up, afterwards you're welcome to publish along with the rest of the questions that would be great.

Seth Binstock: Okay.

Mitch Mitchell: The last question we had - had to do with - where does this business problem around sort of the ingestion and acquisition of clinical information intersect with DCPS and do you guys have any insights into DCPS relative to the IC modernization efforts that this overall call is discussing.

Sean Brune: I'll jump in here and two items one just for our audience. We have less than five minutes left on this topic. I just want to make sure if there are any other callers in queue, they get a chance as well. And the health information technology acquisition of electronic medical records as (Jude) described is an enterprise level effort.

It applies to all levels of adjudication. Initial consideration, hearing and appeal and so I think as (Sean Fry) spoke is what we're interested in is getting as much electronic evidence upfront as early in the business process as possible and running automated intelligence against that in order to provide decision support to our adjudicators from the initial claim level all the way through hearings and appeals. Did I answer your question?

Mitch Mitchell: In the interest of letting other people go, I'm going to say yes, thank you.

(Sean Fry): Thanks Mitch.

Sean Brune: We have time for one more question on this topic if any callers in the queue.

Operator: Yes we do have one more. Caller, please go ahead.

(Corky Ashford): Hi guys. This is (Corky) again with (Cloudaria). Just a question regarding slide 40 and your challenges around the ingest and profit and making structure and unstructured data available to the upstream applications. Are there any RFI's planned or engagements with industry on talking around and presenting potential platforms solutions for this challenge?

(Sean Fry): Yes there is an RFI that will be coming out shortly focused on this issue on ingestion of unstructured and our needs around unstructured data.

Seth Binstock: So your question deals some of my thunder which was going to be almost my very last point which is RFI were health care records should be coming out as you said in the very near future, probably within the week.

(Corky Ashford): High line question (Corky).

(Jude Soundararajan): You're a mind reader I think. That's great.

(Corky Ashford): Yes. Clairvoyance that's also part of our capability.

Sean Brune: All right.

(Sean Fry): We'll be sure to type that on the RFI.

(Jude Soundararajan): (Amar) too.

Sean Brune: All right. I think we'll move forward to our fifth business requirement and that's the one workflow management and business practice management technology. And (Jian Wang) our chief engineer from modernization ((inaudible)) on that topic and (Jian) take it away.

(Jian Wang)   Good morning. This is (Jian Wang). I am the chief engineer for IT at SSA. You know as (Jude) and (Sean Fry) mentioned earlier, the IP modernization is not just simply a convert, those with IC application into modern you know program language. We want to change the way we meet business requirements. We want to change the way we win the IT.

So (Mike Hobbick) here is how to leverage the modern spenders, the modern technologies to speed up and to dramatically increase the productivity you know of IT to meet the business requirements. So on slide 43, I'm moving to the slide 45. So I would like to share with you what we mean by workflow.

So I got the definition from Wikipedia about you know what we mean by workflow. So I won't you know read the deck, you can read yourself and slide 46, is what we mean by workflow man assisted. It's a piece of software for setting up and monitoring of the funds - the processes and costs with the broad goals of increasing productivity, reducing costs, becoming more agile and improving information exchange within an organization.

And we need the software to be able to exchange interface with other applications either with the organization or with other organizations.

And slide 47, the benefit of the workflow (manmade) system and pretty much comes from the four areas. One is increase our productivity by augmenting some of the manual or semi-manual processes and also you know be able to streamline some of the processes through the automation.

And also gave us a faster and more accurate you know way to manage the workflow and increase the visibility so it can allow people to eagerly to check the flows and see where we are in each of the flows. Also a complete overview of the workflow from (man) prospective and from you know from a (specific) prospective.

Next slide. And this slide is about the business process management and our understanding and I pulled the dates from our weekly meeting as well. So I won't read, pretty much I want to emphasize the three areas and about this is a process management.

Okay, slide 49. I'd like to mention at least of the two industry spender, one is the BTM, the business and process model in notation and the other is the (DML) decision model in notation. And both of them come from the OMG and actually there is another standard is probably also in the (Inosco). It's called the CMM, the case (manman) model and notation and that's also highly related to our business.

As I like to mention the three things why we want leverage the BTM and the DML. Number one, we want to standardize the way we describe business processes and business logics and even the BTM and DML run is during the process to be matured, but it's the right direction and it starts to get you know attention in the private - both in the private industry and also in the federal agencies.

And the second area is we want to fill out the gap between the IT and the business in terms of the communications. When we talk about you know the business logic, the business processes, we're using the same way, the same standard way to describe things. And we want you know to standardize and streamline our business flows and we especially like to use the standard rule in which to describe some of the decision making process used in SSA's business. And we're also trying to achieve you know what you see is what you get. And that means whatever model we

come up with BPM or DML, we want them to executable and predict the same result as the models on paper.

Next slide. Slide 50. Why SSA needs work management software and BPM the business process model software. SSA, if you're from the type of business you can assume SSA is the biggest insurance company in the country. So we are doing similar business as you know any other insurance company does.

We have a vast range of workflow and business processes and reaching from simple documents are circulating in a similar process too complex you now that could benefit claim process disability determination process, all kind of these business processes.

And SSA wants to standardize the workflow and the business processes through two kinds of technologies and the way is I say standardized no coding and it's a turn-key system. We install it, we can use it, especially for simple you know applications. And the second pass is maybe you know needs some coding and we like the low code and follow the industry spending especially followed the BPM and DML standards which allow us to describe a multiplex business processes and the workflows.

Slide 51. What SSA needs? So these are the brief list of things we are looking for you know. We actually have a duplicate slide of slide 53 and that's actually gave a detailed you know things we are looking for. So I would jump to that 53 first.

We look through (manman) and we look - this is process manman. We look for (BPM) and (DML) and probably I need to add another one. The (CMRQ) to help us to model you know our business processes.

And the solution can be as I mentioned in one of the two categories. One is no code and current cases in and we install it and configure it and then we can use it especially for those small workflow tasks.

And the second is (low code) and the customizable solutions for large scale and complex you know business processes.

And the least and the last supported one is the features we are looking for such as the web-based interface, you know, Class A Process Modelling and the farm developed by farm ((inaudible)) you can easily drag through - the drag and drop is these are HTML pages. You can design x amount for an adjacent farm you know whatever.

So that's why that we mean by farm designer. And also third-party integration. Right and SSA has a lot of both external and internal installs and the (Systoph) systems. You know each of the business process needs to interact the ways those external/internal state sources and also applications.

So the solution should have the capability for us to easily integrate with those external/internal sources. It should have automatic load notifications reporting, role based access control, (Rohm) hand ((inaudible)) and it also has to be 508 compliant. And this is the list but this is not the complete list and this our initial list of the requirement we are looking for.

So next slide is, let's go back to the slide 52 based on the potential use cases and as I say okay this is just a sample list and such as the benefit claim processes including Title II, Title 6 and Title 18. It's ability to overpay and that management appeals earnings, corrections, notices you know these are all the long list in the lab of many areas we feel we can use the workflow management software and this is a process modeling software to increase our pace to modernize the IT infrastructure.

So I end up here and I'm open for questions.

Sean Brune: Thanks (Jian) and (Todd) we'll queue up any questions for (Jian) on floor management, business process management technology.

Operator: Yes sir. Again ladies and gentlemen if you would like to ask a question, please press star 1 at this time.

Sean Brune: As we wait for callers to queue (Jian) we did get a question in advance and could you share any information about procurement vehicles that you anticipate using to support IT modernization initiatives? I'm sorry that was for Seth.

(Jian) your question was please discuss the role of open source software in our modern technology.

(Jian Wang): We follow (OMD) recommendation on both the causes versus causes ((inaudible)) versus leverage you know in facing a component as to Rajive and (Sean) mentioned our policy on the cause. And also the open source is really you know when we do a custom view we highly promote goals with open source and that's not just as you know a choice, it's really to promote the common best practices you know in our IT modernization.

So for example, in the workflow and BPM area we had a concept last year on (JPBM) software which is you know managed by our lab half and this year we'll do another POC using (Comondo) that's another open source for BPM and DMM and CMM and you know two. We'll continue - we're also trying to do some current concept with a product on the workflow manman and the BPM and area.

So we are in parallel we are exploring all possibilities.

Sean Brune: Thanks (Jian). (Todd) did we have any questions?

Operator: Yes sir, we do have one question. Caller please go ahead.

(Rob Poulster): Hi (Jian) this is (Rob Poulster) from (Poulster Consulting). I'm wondering whether social security is still planning to develop a consolidated enterprise database and what I anything is currently being done with that and we're not sure what the next steps might be?

(Jian Wang): I call it consolidated data base. We do have a strong we call it a data strategy for example we created we call the EBA, Enterprise Based Warehouse. We put most of the majority of the major data in a big warehouse and you know we used to end TTP platforms and a massive power up processing platform to allow us to an extension you know date analysis, data exchange and all kin d of reporting.

So we do have a strategy on that and also as part of the IT modernization, we actually were very successful a lot of let's see our data from IBM prepare d to like QSAM, VSAM into our relational data base you know maybe to any other like other that I recall about the commercial relational databases. (Sean) did I check on this with you?

(Sean Fry): I think you covered it to be current.

Male: My understanding was that the enterprise data warehouse was going to be for the legacy data but the consolidated enterprise database so that was originally discussed was it was going to be for ongoing current needs. Is EDW going to be used for current needs?

(Jian Wang): EDW is more service though data warehouse for the highly (lifting) kind of things. We do have a transactional database which is running on the IBM mainframe, on (ED2) because the transactional processing is you know requires different features on a database and the analysis and you know reporting data exchange - so they are a top of.

Sean Brune: And I would just add that the enterprise data warehouse positioning data primarily for public intelligence, management information purposes. This is still ongoing and we're adding more datasets into that (EDW) and that our data strategy has evolved and more to clue to a little bit of that information in that on the Q and A summary that goes out with this call.

Rob Poulster: All right. Thank you.

Operator: Thank you and at this time we currently have no questions in queue.

Sean Brune: All right well we're going to finish on schedule then I guess. I'm going to hand it over to (Seth Binstock) our associate commissioner for acquisition and grants. You've heard from (Seth) before and you've heard that we're going to ask him to answer a question can you share information about our procurement vehicles that we anticipate using to support IT modernization.

So (Seth) I think you probably have a lot of information that callers are interested in.

(Seth Binstock): Good afternoon. As (Sean) said my name is (Seth Binstock) and I'm the associate commissioner for acquisition and grants and that title means that I'm responsible for managing all of the states' procurement actions.

And I wanted to talk to you today for a few minutes about marketing your company to SSA. The first part is context. The second part describes why trying to obtain one-on-one meeting with SSA executives, is probably not the bets uses of our time.

And the third part describes the best way to get your company's products and services in front of the SSA decision makers. First the SSA contracting decision makers are probably not who you might think they are.

I'm not in a position to know how other agencies do things, but at SSA very, very few executives have any contracting authority. That is at SSA the only executives with the authority to enter into or modify contracts or create binding obligations are the commissioner, the deputy commissioner for BFM, myself and my deputy.

Moreover, at SSA we rarely if ever use formal source selection procedures. The formal source selection procedures involve appointing a source selection authority and a source selection advisory board. Again we don't do that very much at SSA. It's probably been more than ten years since the last time we did that.

At SSA, the source selection authority rests with the individual contracting officer and mostly the people are the GS 13 and GS14 contract specialists who work in the office of acquisition and grants.

The contract award process involves a technical evaluation team which is invariably staffed from the acquiring component who they rate the vendors' technical proposal and a contracting officer who evaluates the business proposal and makes the award following the source selection criteria established in the RFP.

If there is a price technical tradeoff to be made, the contractor officer is the one who does that tradeoff. Now I want to talk to you a bit about why spending a lot of time trying to get one-on-one meetings with SSA executives is not a good use of your time. Notwithstanding the fact that the

executives have no procurement authority and play almost no role on any SSA procurement processes, the executives are still bound by the ethics and procurement regs.

And they have regular and extensive training about those regulations. They've been taught that they can meet with contractors as part of market research and market research primarily is a listening only process.

They have been specifically told over and over by me and the ethics attorneys here at SSA that during market research they are not to reveal anything about SSA's procurement plans unless that information is going to be made publicly available and they can never make any promises or commitments.

Another thing they are told is they must treat all prospective contractors the same way. If you agree to meet with one perspective contractor, you must agree to meetings from any other prospective contractor that requests your time. Note that I'm talking about perspective contractors and not current contractors.

Look if they can meeting with current contractors at any time to discuss performance issues. So what do you get when you meet with a SSA executive in a one-on-one meeting? You're meeting with somebody who's going to play very little role in upcoming procurements. You're meeting with somebody who's not going to give you much if any information. You're meeting with somebody who's essentially just listening.

They're not going to draft the statement of work although they might give overall direction and guidance to the staff who write the statement of work. They are not going to evaluate proposals. They are going to play no role whatsoever in selection of the successful vendor.

I should note that all of this is intentional on our part. We have made a conscious choice to avoid having SSA executives caught up in the procurement and bid protest processes. So with that explanation as background, how should you market your company to SSA?

First I encourage you to go to the office of acquisition and grants website which is www. SSA.gov/Oag. This website includes very helpful information and this is slide 56 that I'm on now. This website includes very helpful information about doing business with SSA such as how to submit your capability statement to our vendor repository.

The vendor depository is an internal agency SharePoint site that our contracting officers and contracting officer representatives used to conduct market research and that is www.ssa.gov/oag/vendorrepository. The OAG website also includes information about recent contracting activity and if you want you can just click on the FOI A tab and you'll be able to search by contractor name, contract number and even by the award description.

The search will provide the contractor's name, contract number, description, award type such as delivery order, purchase order, blank purchase agreement, call order or contract. It includes the award date, the obligated amount and the completion date. You can also go to the OSDBU web page. And OSDBU is Office of Small and Disadvantaged Business utilization.

You can go to their webpage from the OAG page to find our information such as our contracting forecast, the subcontracting directory and information about how to sign up for the OSDBU monthly vendor outreach section.

(Wayne McDonald) who is our agency's office of small and disadvantage utilization director holds free monthly vendor outreach sessions the third Wednesday of each month. If you haven't done so and you're a small business, I would encourage you to sign up to attend.

Our website also describes the unsolicited proposal process and quickly let me describe what makes up an unsolicited proposal valid. A valid unsolicited proposal must be something that's innovative and unique, independently originated and developed by the author, be prepared without government supervision, endorsement, direction or direct government involvement. Includes sufficient detail to allow us to say to decide that support could be worthwhile and the proposed work could benefit the agency's research and development or other mission responsibilities.

And it can't be an advanced proposal for a known requirement that can be acquired by competitive methods and it can't be addressing a previously published agency requirement.

There is another way, a good way to get your company in front of SSA. Acts of subcontractor on one of our existing contract vehicles. For support services, we have two vehicles, the ITFC which stands for informational technology support services contract and the small business version of the ITFC which we call Bitsy. It's a small business ITSSE and it will soon be called (Edsbits).

If you can partner with one of the contractor holders you can gain SSA experience and past performance which will help you in obtaining future SSA contracts. As mentioned before, one of the questions I received was a request to share information about the procurement vehicles we will use to support IT modernization initiatives.

As you probably know one of the administrations priorities is category management. One element which is reducing the number of duplicative contract vehicles. In fact, I'm the accountable officer for category management and my job is to make sure that if there is a best in class or an existing contract vehicle, we use that vehicle rather than creating a new one

So to the extent that I can answer this question it depends on the specific requirement. If the requirement is primarily a hardware or software buy, we will use GSA schedules or NASA (soup) or one of the other existing contract vehicles.

If the requirement is IT support services, we are most likely going to use our existing vehicles here at ITSC OR ((inaudible)), here at (ITSC) or (Isbits) which again is the small business version of ITSC.

If it is a new product, we will look at the market and make a decision about how to conduct a procurement the point when the requirements are defined. So that the people who asked about set asides, the answer is I don't know yet. If we're are not going to use an existing vehicle, we will look at the market before we make any set aside decisions. And again that's when the requirements are fixed.

Lastly I do want to leave you with some specific upcoming IT procurement activities that you might be interested in. As we discussed before, an RFI for health care record should be coming out in the very near future - probably this week.

The (Edsbit) requirement, the (Edsbit) RFP which is the small business support services contact will be released toward the end of July or the beginning of August.

With that I thank you for your attention and ready for questions if anybody has any.

Operator: Again ladies and gentlemen if you would like to ask a question, please press star 1 at this time. Well we'll take our next question caller please go ahead.

Mitch Mitchell: Hey it's Mitch again from (SAS) Health. I just want to say on behalf of my team, here at (SAS) I want to thank you guys for hosting this industry event. It's been extremely informative

and we really appreciate the economic value of just jumping on the phone as opposed to putting people on airplanes.

While it was great to see everybody this has been from our perspective a very valuable exercise. So thank you.

Sean Brune: You're welcome and we hear your feedback and to the extent that we can do industry days by teleconference in the future. . When it's appropriate we will do that. Any more questions?

Operator: At this time, we have no questions.

Sean Brune: Thank you (Todd). I appreciate you coordinating the conference call today I'd like to thank all of our participants and presenters. It's been an informative learning experience for us to share this information with you in this telephonic environment. I appreciate your feedback. We will follow-up from today's conference call with two items.

I think very soon you will receive a thank you for participating email and within a couple of weeks we'll get to you a summary of the call with the information that was covered in the Q and A session. And with that I think we'll wrap up the day and enjoy the rest of your afternoon. Thanks (Todd).

Operator: Thank you. Ladies and gentlemen this concludes today's conference. You may now disconnect.